

THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

July 2, 1973

MEMORANDUM FOR ALL PERSONNEL
OF THE CENTRAL INTELLIGENCE AGENCY
AND THE INTELLIGENCE COMMUNITY STAFF

As the time comes to bid farewell, let me say a few words to those of you in the Agency and on the IC staff who are, of course, the special responsibility of the DCI. Brief as has been my tenure as DCI, my interest in the intelligence community and intelligence processes is of long standing and will continue. Along with the other elements of the community, you will have my interest and sympathy -- as well as my continued scrutiny -- as you grapple with the difficult problems that are unavoidable.

Let me make two observations.

First, as the international environment becomes more fluid and the balance of military power approaches more closely to a rough equality, the importance of good intelligence will increase rather than diminish. The wider range of political forces and the counterpoise of opposed instrumentalities mean that excellence of intelligence will in many circumstances determine the ultimate outcomes.

Second, in light of both the stakes and the limitation on resources, the intelligence community must function as a community rather than a collection of warring entities. The Central Intelligence Agency, properly to fill its function, must itself be one Agency, part of a larger community serving our national leadership. To assist our leaders, intelligence must be absolutely first class. The story must be told exactly as you see it, but the style and manner of presentation should be such to ensure that the story gets through and is understood. There must be no muffling or waffling of the message. Differences of view can be clearly stated. And the true range of possible outcomes of U.S. policy choices must be exposed to our national decision-makers.

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Moreover, the community will have to fulfill its larger role on a diminished level of real resources. That is indeed a challenge. I am pleased that my successor as DCI shares my own determination that the many talents in the intelligence community be efficiently managed, be flexible in responding to new challenges, and will adhere firmly to the established legal limitations.

There is more talent in this Agency than in any comparable group within the Federal Government. Harnessed together and properly exploited, this talent can and, I am confident, will make an indispensable contribution to the future of this nation.

Let me close by expressing a personal word of thanks to all of you for your support during this recent period, and to wish all of you the best in the future.

A handwritten signature in dark ink, reading "James R. Schlesinger". The signature is fluid and cursive, with a large, sweeping initial "J".

James R. Schlesinger